

QI Plan OBJECTIVES - SWWHD

2.1 Develop A Quality Management Structure As The Locus Of Oversight For Business Process Redesign And Quality Improvement.

Key Activities	Lead	By When
Provide QM and Redesign training for the Management Group	Mgmt Team	1Q 02
Redesign the Management Group process. Develop focused and structured agendas; facilitated work sessions; alternate methods for information sharing (e.g., intranet); methods to review reports and make decisions	Mgmt Team	1Q 02
Review all existing committees, determine which would continue, and of those, which continue with a charge and reporting relationship to the Quality Council (QC)	Mgmt Group	1Q 02
Develop a charge for the Quality Council (use attached template as basis) and a job description for members and designated staff of the Council	Mgmt Team	1Q 02
Identify designated staff to support QC work	Mgmt Team	1Q 02
Develop a final QM Program Description/Roles and Responsibilities (clarify flexibility for unit level QI activity as well as District wide activity)	Mgmt Group	1Q 02
Nominate potential members of the Council	Mgmt Group	2Q 02
Select members and convene a Quality Council	Mgmt Team	2Q 02
Provide training for the Quality Council on overall District/system work, QM and Redesign	Mgmt Team	2Q 02
Adopt working agreements, agenda format, action minutes and meeting evaluation methods	QC	3Q 02
Research public health performance management literature and initiatives, look at healthcare models (NCQA, IHI), to develop understanding of measurement approaches	QC	3Q 02
Articulate interaction between budget process and quality/redesign recommendations	Mgmt Team	3Q 02
Develop QC 2002 work plan (see activities below) and initiate work activities	QC	3Q 02
Develop clear charges for all QC standing committees	QC	3Q 02
Develop 2002 work plan for all QC standing committees	Committee Chairs	3Q 02
Work with Division/Program staff to develop program goals (tied to District mission) and a set of performance measures (see attached QM template for examples of process and outcome measures)	QC	3Q 02
Adopt performance measures based on Washington State Standards	Mgmt Team	4Q 02
Develop communication materials regarding the goals and measures	QC	4Q 02
Provide training to staff on alignment between vision, mission, values and principles (see 5.1) with QC structure and work plan, goals and measures	QC	4Q 02
Work with Division/Program staff to develop program evaluation tools, list and prioritize programs to be reviewed, establish timetable	QC, Mgmt Group	1Q 03
Work with Division/Program staff to develop	QC,	2Q 03

Key Activities	Lead	By When
documentation standards (for all units, not just clinical), tools and timetable for record reviews, tools for sentinel events (e.g., outbreaks, disasters)	Mgmt Group	
Receive reports of committees, recommend action to Mgmt Group	QC	Ongoing
Adopt/adapt QC meeting methods above	Mgmt Team, Mgmt Group	Ongoing
Assure quarterly QC reports summarize progress to date, data analysis and recommendations	QC, Mgmt Team	Ongoing
Assure annual BOH report summarizes data analysis and recommendations	QC, Mgmt Team	Ongoing
Evaluate annual QC activities, work plan, and recommend changes for upcoming year	QC, Mgmt Group	Annual

2.2 Initiate Business And Service Process Redesign.

Key Activities	Lead	By When
Develop job description for business process redesign staff lead (who should be a member of the QC)	Mgmt Team	1Q 02
Designate internal process redesign staff to support business process redesign work. Establish a one time pool of funds to cover staff time for those working on redesign teams	Mgmt Team	1Q 02
Utilize business and service process analysis completed by IT software and other consultants to confirm a listing of processes to be redesigned	Mgmt Group	1Q 02
Prioritize list of processes and decide on a timetable for redesign. Target completion and full implementation prior to move into new building	Mgmt Group	2Q 02
Develop a template for customer focused redesign work, including baseline data collection, customer requirements (internal and external), new policies/procedures, recommendations for future structure (see 1.1), ongoing performance measures and infrastructure requirements, training plan	Mgmt Group	2Q 02
Coordinate with IT software vendor(s) regarding information on basic process flows, forms, and formats that are available to the redesign teams	Redesign Staff	Ongoing
Configure and charge the first redesign team, using priority list	Mgmt Team	End of 2Q 02
Conduct redesign work. Provide interim report early in 3Q 02, final report by mid 4Q.	Specific Redesign Team w/ Staff	Mid 4Q 02
Review interim and final report of each redesign team and recommend adoption of redesign	Mgmt Group	Ongoing
Set up regular check points and track performance measure data to evaluate impact of redesign implementation	QC	Ongoing
Continue to work through redesign of processes until list is complete	Specific Redesign Teams	4Q 04

2.3 Establish A Process To Identify And Implement Cross-Agency Public Health Initiatives Across All Populations Served By The District.

Key Activities	Lead	By When
Create a list of potential topics for cross-agency initiatives	Mgmt Group	2Q 02
Research work done by other jurisdictions and best practices that might be adopted and prepare brief report related to potential topics	Mgmt Group	3Q 02
Select first topic for initiative and assure budget for materials	Mgmt Group	3Q 02
Develop draft materials and processes for use, staff training	Assigned Staff	4Q 02
Adopt proposed methodologies	Mgmt Group	4Q 02
Initiate first cross-agency initiative	Mgmt Group	1Q 03

2.4 Finalize Planning For Information Technology System And Begin Implementation.

Key Activities	Lead	By When
Develop job description for IT implementation project lead (who should be a member of the QC)	Mgmt Team	4Q 01
Select and contract with IT software vendor (s)	Admin Svcs	1Q 02
Adopt final list of business and service processes(see 2.2)	Mgmt Team	2Q 02
Adopt final list of performance measures (see 2.1)	Mgmt Team	4Q 02
Develop detailed analysis of metrics for each performance measure (see QM template)	Admin Svcs, QC and Redesign staff	End of 4Q 02
Develop detailed analysis of revenue and workload tracking metrics needed in future (see 1.3 and 1.4)	Admin Svcs	End of 4Q 02
Initiate IT software development in coordination with business process redesigns	Admin Svcs, Vendor(s), Assigned Staff	Per agreements
Assess work stations needed (these will change as redesigns are completed) and cost	Admin Svcs	Ongoing
Implement per IT plan (attached) and vendor agreements	Admin Svcs	Ongoing
Develop training plan for transition to new system and assure all current staff are trained and that new staff are trained as part of orientation	Admin Svcs	Ongoing

2.5 Integrate Facilities Planning With Business Process Redesign.

Key Activities	Lead	By When
Review current facilities analysis in light of business and service processes. List and identify where contiguous relationships should exist that haven't been planned for to date	Mgmt Group, Space Design Vendor	1Q 03
Review each redesign report for implications related to facility design	Mgmt Team	Ongoing
Use performance measures to project future workloads and revisit space allocations for alignment	Mgmt Group, Space Design Vendor	1Q 03
Integrate all possible facility improvements into final facility space programming and adopt	Mgmt Team	1Q 03
Participate with other tenants in identification of customer service improvements (see 3.2)	Exec Dir, Facility Committee, Space Design Vendor	1Q 04
Participate in facility development and build out oversight	Admin Svcs, Space Design Vendor	Ongoing
Prepare detailed plan for move in and cut over of services	Mgmt Group	1Q 05
Move in and trouble shoot new facility	Admin Svcs, Space Design Vendor	3Q 05